

Examples of Disclosures in Practice

on the Alignment between Business Strategy and Human Capital Management Strategy, and Related Metrics

Cabinet Secretariat
Financial Services Agency
Ministry of Economy, Trade and Industry

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(Reference) Categorisation of human capital-related risks and opportunities*

Composition	Workforce composition (e.g., whether the optimal workforce composition has been achieved)
Capability	Workforce capabilities and skills (e.g., whether the workforce possesses the capabilities and skills required to realise the strategy)
Conditions	Workforce conditions (e.g., whether the workforce environment enables the entity to secure and retain the necessary talent)

*The above has been prepared with reference to the matters under consideration by the ISSB in its human capital-related research project as of October 2025.

Ajinomoto (1/4)

Company Overview

- As a leading company in amino acids, Ajinomoto operates a diverse global business portfolio, centred on its Food Products and Bio & Fine Chemicals businesses.

Business Strategy Towards Medium- to Long-Term Corporate Growth and Value Creation

- In the 2030 Roadmap, Ajinomoto aims to transform its business model and transition towards strategic growth areas, with the goal of achieving a 1:1 balance in business profit between the Food Products Business and the Bio & Fine Chemicals Business.

Human Capital Management Strategy for the Realisation of the Business Strategy

- In order to transform its business model in line with the 2030 Roadmap, Ajinomoto focuses on mid-career recruitment of individuals with external “knowledge and experience”, especially in the Bio & Fine Chemicals business.
- Furthermore, to create an environment where mid-career hires can quickly demonstrate their abilities, Ajinomoto implements an early success support (onboarding) initiative.

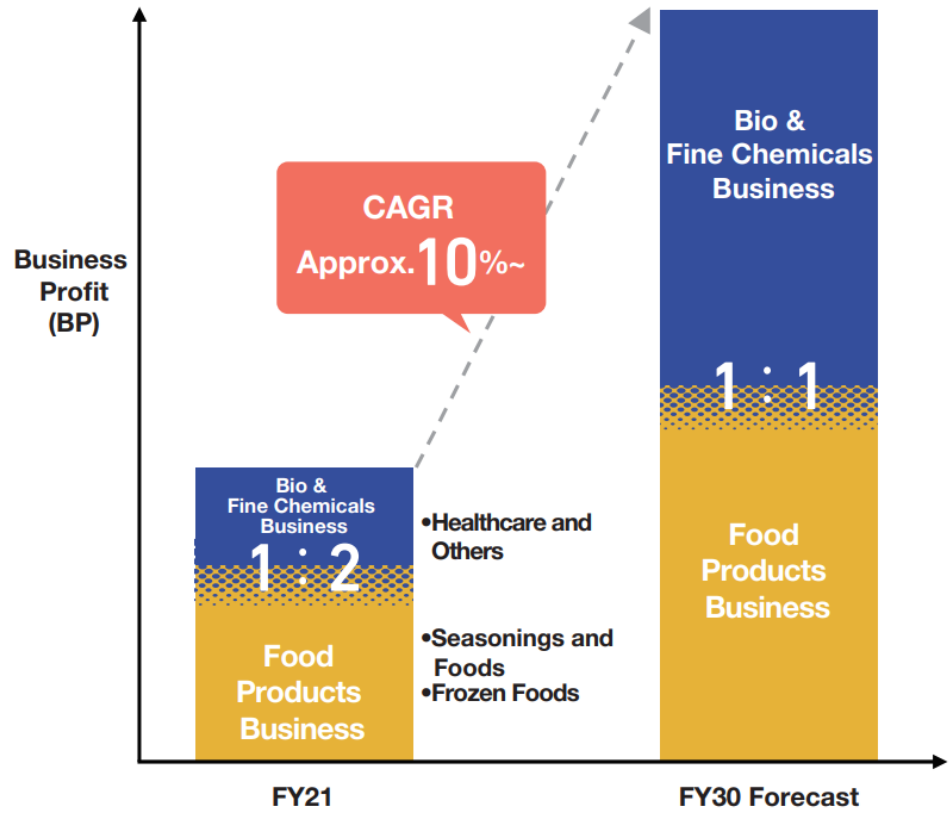
Metrics and Targets for Monitoring the Progress of the Human Capital Management Strategy

- With a view to transforming its business model, Ajinomoto has set medium-term targets and historical results for the metric “Employees joining as mid-career hires as a share of all new employees in a single year.”
- Ajinomoto has set a target for mid-career recruitment to increase the metric “Employees joining as mid-career hires as a share of all employees” to 30% of total employees by fiscal year 2030. In addition, Ajinomoto discloses its medium-term targets and historical results for this metric.

Ajinomoto (2/4)

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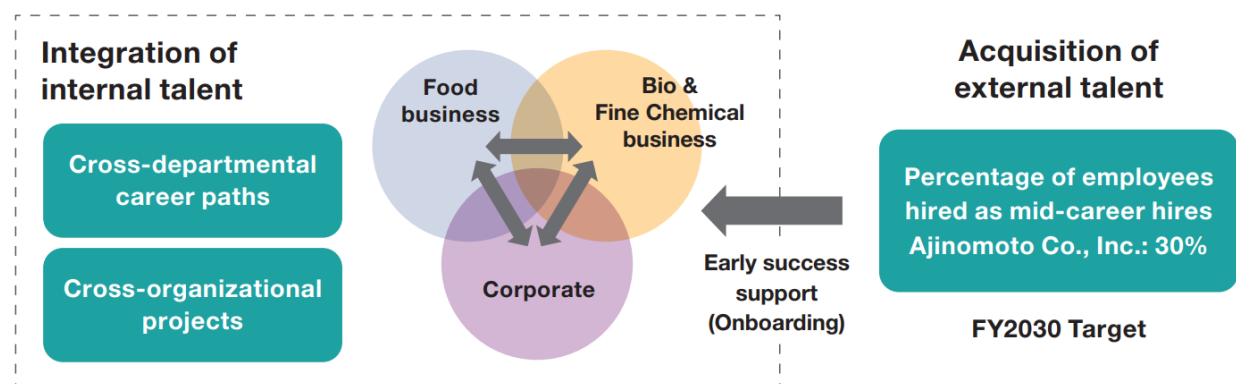
Business Strategy: Evolution of core businesses and business model transformation



Ajinomoto (3/4)

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- Furthermore, to create an environment where mid-career hires can quickly demonstrate their abilities, Ajinomoto implements an early success support (onboarding) initiative.

Human Capital Management Strategy: Expansion of mid-career recruitment / integration of talents for business model transformation



In terms of career recruitment, which acquires “knowledge and experience” from outside, Ajinomoto Co., Inc.’s career recruitment in fiscal 2024 increased by 122% compared to the previous year. In particular, in order to transform its business model based on the 2030 Roadmap, the company focused on securing human resources for its Bio & Fine Chemicals Business, and the number of mid-career hires in fiscal 2024 for this business was 650% compared to 2022.

TRY&A-CROSS is also working to strengthen on-boarding measures for mid-career hires, and will continue to create an environment where mid-career hires can demonstrate their abilities more quickly. Additionally, to promote work in other countries for non-Japanese employees, we have established guidelines for international transfers. As of March 2025, 294 employees have been transferred internationally, of which 26 are from countries other than Japan.

Ajinomoto (4/4)

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Metrics and Targets: Ratio of mid-career recruitment

Main metrics for human capital	Scope	FY2023 results	FY2024 results	FY2025 targets	FY2030 targets
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		Composition	Capability			
Employees joining as mid-career hires as a share of all new employees in a single year	Ajinomoto Co., Inc.	48%	49%	50%	50% or more (From 2024)	
Employees joining as mid-career hires as a share of all employees	Ajinomoto Co., Inc.	17%*10	19%	20%	30%	

*10 Amended due to partially revised calculations

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Disclosure of medium-term targets, short-term targets, and current performance

CAPCOM (1/4)

Composition

Capability

Conditions

Company Overview

- A global entertainment company that captivates people around the world with best-in-class game content.

Business Strategy Towards Medium- to Long-Term Corporate Growth and Value Creation

- To achieve 10% or better annual operating profit growth and annual software sales of 100 million units, CAPCOM is strengthening its software development capabilities to consistently bring world-class content to market.

Human Capital Management Strategy for the Realisation of the Business Strategy

- To continuously expand software development personnel, approximately 100 new graduates are hired each year, together with active mid-career recruitment.
- To enhance recruitment competitiveness, the starting salary for new graduates has been raised. In addition, to secure and retain outstanding talent and improve employee motivation, overall salary levels have been increased, and performance-based bonus and employee stock compensation schemes have been introduced.

Metrics and Targets for Monitoring the Progress of the Human Capital Management Strategy

- As metrics to illustrate the expansion of software development personnel, in addition to the total number of employees, breakdown information is disclosed, including the number of software development personnel, age distribution, and the number of new graduate hires.
- As a metric to illustrate whether and how salary levels have been increased, the average annual salary is disclosed, together with a breakdown of the average annual salary for software development personnel.

CAPCOM (2/4)

- To achieve 10% or better annual operating profit growth and annual software sales of 100 million units, CAPCOM is strengthening its software development capabilities to consistently bring world-class content to market.

Business Strategy: Strengthening the software development capabilities to drive operating profit growth and increase software sales

Strengthening development capabilities to consistently produce world-class content

At Capcom, we aim to sustain our KPI of 10% or better annual operating profit growth along with our long-term goal of annual software sales of 100 million units. To improve our chance of success, we are working to resolve business challenges, issue by issue. Our efforts are focused on core IP such as the *Resident Evil*, *Monster Hunter*, and *Street Fighter* franchises, and mapping out mainline series entries and sequels, remakes, new IP, and ports of content to the latest hardware. We consistently release two to three major new titles each year, but recognize the need to grow our pipeline going forward.

Capcom owns a wealth of globally popular brands, such as *Mega Man*, *Devil May Cry*, and *Ace Attorney*. We aim to expand our user base and improve our performance through new releases, remakes, and ports of titles in these series to new hardware. By enhancing brand power and cultivating loyal fan bases, we will grow these into core IPs.

The people developing this content are our

world-class in-house creators. For the past three years, we have made strengthening our human capital a management priority, and to this end, have been training and recruiting personnel to expand our development structure. Previously, we consolidated our game development in Osaka to promote efficiency, however, to further strengthen its structure, we are currently constructing a new development facility next to our head office, slated for completion in 2027. We have also acquired nearby land, with future expansion in mind. In addition, RE ENGINE, which supports our development capabilities, was developed in-house and is continually updated to keep up with new technologies and improve work efficiency.

CAPCOM (3/4)

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Human Capital Management Strategy: Expansion of recruitment for software development personnel, and setting of competitive salary levels

Human Resources Strategy

Our human resources investment strategy:
Enhancing employee productivity and organizational strength
The importance of investing in our people

Continuously investing in talented human resources is critical in furthering Capcom's sustainable growth. As the CEO correctly points out, to continue to develop high quality games toward our management target of a 10% or better increase in operating profit each fiscal year, as well as our medium- to long-term management goal of software sales of 100 million units, we need to secure excellent development personnel.

As of the fiscal year ended March 31, 2025, we employed 2,846 development personnel, which marks an increase of approximately 24.6% from the 2,285 personnel at the end of the fiscal year ended March 31, 2021.

Capcom's operating environment

While our development headcount has been steadily increasing, we recognize that securing the necessary talent remains an issue both inside and outside the company. Internally, as platforms evolve, game development is expanding in scale with each passing year, and development lead times are growing longer. Creating world-class games requires cutting-edge technological capabilities, thus we must strengthen our organization to stay ahead of technological

The importance of expanding software development personnel in response to changes in the business environment

advances. As a result, we believe that further expanding our development headcount and improving the skills of our employees will be all the more important in the future.

Many of our employees hired between 1993 and 1995 are now in their mid-50s and are working at the forefront of game development. Thus, another important issue for the future is smoothly passing on the knowledge and skills that they have accumulated to the next generation.

On the other hand, looking at the external environment, Japan's labor force is shrinking due to its declining birthrate, and competition in the recruitment market is heating up. There are many people in the younger generation who have been familiar with games since childhood, and we plan to actively recruit them in the future. Yet, the hurdles to attracting talented students who meet the standards required for our game development are getting higher every year.

Active recruitment of the young talent

The recruitment of new graduates and mid-career hires for software development, and the setting of competitive salary levels

Securing and Developing Talent to Support the Future

The Capcom Group has been promoting the growth of our development workforce by over 100 personnel annually. Starting in 2022, we implemented measures for our regular employees, including an average 30% increase in base annual salaries, the introduction of an enhanced performance-based bonus system, as well as a stock compensation system. These efforts have helped us grow the number of development personnel to 2,846 by the end of March 2025.

In April 2025, we raised the starting monthly salary for new graduates to 300,000 yen to enhance our recruitment competitiveness in terms of compensation. We are also striving to secure outstanding talent through initiatives such as industry-academia collaborations aimed at early discovery and development of globally competitive young creators, and expanding mid-career hiring channels. We are also strengthening and training talent to support our future by enhancing OJT/Off-JT programs for young talent development and providing training to improve management skills for managerial candidates.

CAPCOM (4/4)

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Metrics and Targets: The number of software development personnel, new graduate hires, and the average annual salary

Item	2018	2019	2020	2021	2022	2023	2024	2025
Human capital (Note 1)								
Number of employees (consolidated) (persons)	2,952	2,832	2,988	3,152	3,206	3,332	3,531	3,766
Of which, development personnel (consolidated)	2,141	2,032	2,142	2,285	2,369	2,460	2,675	2,846
Number of employees (Non-consolidated) (persons)	2,426	2,530	2,688	2,841	2,904	3,027	3,186	3,379
Of which, development personnel (non-consolidated)	—	1,910	2,024	2,150	2,224	2,321	2,515	2,658
Average age (non-consolidated) (age)	—	36.8	37.1	37.1	37.3	37.6	37.8	38.0
Of which, development personnel	—	35.7	36.0	36.0	36.3	36.6	37.1	37.4
Age distribution of development personnel (non-consolidated) (3%) (Note 2)								
29 years or younger	—	30.2	30.5	31.2	31.9	31.8	28.8	26.9
30s	—	36.3	35.4	35.0	33.2	32.6	33.8	34.7
40s	—	30.6	30.2	27.8	26.2	25.2	25.6	25.5
50s	—	2.9	4.0	6.0	8.7	10.4	11.8	12.9
Number of new graduate hires (non-consolidated) (persons)	—	145	138	198	163	163	154	168
Of which, development personnel	—	115	109	160	139	133	107	126
Average annual salary (non-consolidated) (thousand yen) (Note 3)	—	5,885	5,998	6,034	7,127	7,660	8,328	9,185
Of which, development personnel	—	5,843	5,948	5,991	7,137	7,657	8,403	9,225

Composition

Conditions

CHUGAI PHARMACEUTICAL (1/4)

Composition

Capability

Conditions

Company Overview

- Chugai is a research-driven pharmaceutical company with strong capabilities in oncology and biotechnology.

Business Strategy Towards Medium- to Long-Term Corporate Growth and Value Creation

- Towards the achievement of its growth strategy, “TOP I 2030”, which targets “Global First-Class Drug Discovery” and “Futuristic Business Model”, Chugai has set forth the following Key Drivers.
 1. RED* SHIFT, which refers to concentrating management resources on the steps from drug discovery through early development;
 2. DX, which aims to advance the RED areas through improved productivity and use of digital systems; and
 3. Open Innovation, where Chugai focuses on collaborations with external partners.

Human Capital Management Strategy for the Realisation of the Business Strategy

- Chugai elaborates on its human capital management strategy in relation to the Key Drivers of its growth strategy.
 1. RED SHIFT: human capital management strategy for recruitment of highly specialised human resources;
 2. DX: human capital management strategy for developing digital talent; and
 3. Open Innovation: human capital management strategy for forming a network of global knowledge and experience.

Metrics and Targets for Monitoring the Progress of the Human Capital Management Strategy

- Chugai discloses metrics and targets to monitor the progress of its human capital management strategy.
 1. KPI related to recruitment of highly specialised human resources: job fill rate for highly specialised human resources;
 2. KPI related to developing digital talent: job fill rate for digital specialists; and
 3. KPI related to forming a network of global knowledge and experience: number of employees sent to external specialist organisations.

*RED: Research and Early Development

CHUGAI PHARMACEUTICAL (2/4)

- Towards the achievement of its growth strategy, “TOP I 2030”, which targets “Global First-Class Drug Discovery” and “Futuristic Business Model”, Chugai has set forth the following Key Drivers.
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 3. Open Innovation, where Chugai focuses on collaborations with external partners.

Business Strategy: RED SHIFT, DX, and Open Innovation

TOP INNOVATOR
TOP i 2030

“Double R&D output” & “Launch global in-house products every year”

Global First-Class Drug Discovery

- Expansion of existing technological bases and building a new technological foundation to materialize unique drug discovery ideas
- Maximization of the value of development projects by pursuing translational research and pharmaceutical technologies
- Accelerating innovation opportunities by strengthening collaboration with leading global players and leveraging digital technologies

Key Drivers

DX

RED SHIFT

Open Innovation

Futuristic Business Model

- Dramatic improvement in product/patient value by restructuring business model, having digital utilization as a core
- Improve productivity of entire value chain by leveraging digital technologies
- Development of PHC solutions* to maximize the value of pharmaceuticals

* Products and services such as SaMD (Software as a Medical Device) and biomarkers that enable optimal therapy for individual patients by precisely diagnosing pathologies and measuring therapeutic effects

The growth strategy TOP I 2030 was formulated by defining our vision of becoming a top innovator in the healthcare industry in 2030, then backcasting from there in order to realize it. Treating our global first-class drug discovery and futuristic business model as two pillars of our strategy, we aim to double R&D output and launch global in-house products every year. At the same time, we have identified three key drivers: RED SHIFT, which refers to concentrating management resources on the steps from drug discovery through early development; DX, which aims to advance the RED areas through improved productivity and use of digital systems; and Open Innovation, where we will focus even more than before on collaborations with external partners.

*RED: Research and Early Development

CHUGAI PHARMACEUTICAL (3/4)

- Chugai elaborates on its human capital management strategy in relation to the Key Drivers of its growth strategy.
 1. RED SHIFT: human capital management strategy for recruitment of highly specialised human resources;
 2. DX: human capital management strategy for developing digital talent; and
 3. Open Innovation: human capital management strategy for forming a network of global knowledge and experience.

Human Capital Management Strategy: Securing human resources capable of creating continuous innovation

Main Initiatives by Theme

Envisage individuals

One of our themes is "Recruitment of highly specialized human resources." In addition to introducing a job-based human resource system that allows employees to take the initiative in designing their own careers by clarifying job content and desired credentials, and diversifying recruitment channels (such as alumni referral and group recruitment), we are also introducing top skill sets for RED positions. The aim here is to become a company that human capital will choose more than ever before. In addition to highly specialized human resources, we will focus on recruiting and training global human resources and those that embody our Core Values.

Enhance individuals

We are focused on creating interactive opportunities, such as the I Learning training management system, in-house internships and side businesses, and cross-boundary programs, both inside and outside of the Company that will support human resources who take on challenges and learn autonomously, and continue to hone their expertise. Since partnering with Roche, the Roche Human Resources Exchange Program has presented valuable opportunities for forming a network of global knowledge and experience. We also continue to invest in employee education to develop global and digital human resources.

We launched our CHUGAI DIGITAL ACADEMY in 2021 as a program for developing digital talent, providing opportunities for practical learning outside a classroom environment. For example, in our unique programs such as the "Data Scientist Training Course" and the "Digital Project Leader** Training Course," we offer practical work simulations. This includes classroom training on digital technology fundamentals and specialized skills, as well as a nine-month program that covers the planning, proposal, and execution of projects, thus taking a comprehensive approach to the development of digital talent.

In relation to "RED SHIFT", Chugai explains its human capital management strategy for "Recruitment of highly specialised human resources".

In relation to "Open Innovation", Chugai explains its human capital management strategy for forming a network of global knowledge and experience.

In relation to "DX", Chugai explains its human capital management strategy for developing digital talent.

CHUGAI PHARMACEUTICAL (4/4)

Composition

Capability

Conditions

- Chugai discloses metrics and targets to monitor the progress of its human capital management strategy.
 - KPI related to recruitment of highly specialised human resources: job fill rate for highly specialised human resources;
 - KPI related to developing digital talent: job fill rate for digital specialists; and
 - KPI related to forming a network of global knowledge and experience: number of employees sent to external specialist organisations.

Metrics and Targets: job fill rate for highly specialised and digital human resources; and number of employees sent to external specialist organisations

Theme		Indicators	2030 target value	2024 results
Envisage individuals	Diverse and highly specialized human resources	Job-fill rate for highly specialized human resources (Job-fill rate for science specialists, digital specialists, medical doctors)	90%	88% (84%/90%/100%)
		Job-fill rate for global human resources in key positions	100%	Division head: 85%, Department head: 45%
	Human resources who embody our values	Degree of shared understanding of our Core Values	100%	77%
		Patient-centric awareness	—	86%
Human resources with initiative	Excellent employee ratio and engagement score (compared to companies with strong global performance)	100	Excellent employee ratio: 72, engagement score: 94	
	Number of participants in Career Design Training and Career Fair	—	822	
Enhance individuals	Human resource development that promotes a sense of growth	Human resource development investment (per person)	¥300,000	¥270,000
		Number of employees participating in the Roche Human Resources Exchange Program	Approximately 10% of employees	278
	Creation of external network opportunities	Number of employees sent to external specialist organizations	100	32
	Systematic nurturing of next-generation management	Successor preparation rate	300% (3 people/position)	289%
Number of educational programs for LCL, GPL and BL ²		—	11	

Setting “job fill rate for highly specialised human resources” as a metric and target for recruitment of highly specialised human resources

Setting “job fill rate for digital specialists” as a metric and target for developing digital talent

Setting “number of employees sent to external specialist organisations” as a metric and target for forming a network of global knowledge and experience

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DENSO (1/4)

Company Overview

- A global manufacturer of automotive components offering advanced automotive technologies, systems and products.

Business Strategy Towards Medium- to Long-Term Corporate Growth and Value Creation

- With the “evolving mobility” as a growth driver, DENSO is advancing business portfolio transformation to shift towards new growth areas, including electrification, semiconductors, and software.

Human Capital Management Strategy for the Realisation of the Business Strategy

- To realise its business portfolio transformation, DENSO is executing a human resources portfolio transformation. In order to clarify the target of human resources in quality and quantity required in each domain, DENSO has defined 535 categories of expertise critical to realising its business strategies and is implementing initiatives in recruitment, skill development, and deployment to close the gap between target and the current human resources. In particular, DENSO is focusing on the qualitative and quantitative enhancement of human resources, primarily in key areas including electrification, software, and semiconductors.

Metrics and Targets for Monitoring the Progress of the Human Capital Management Strategy

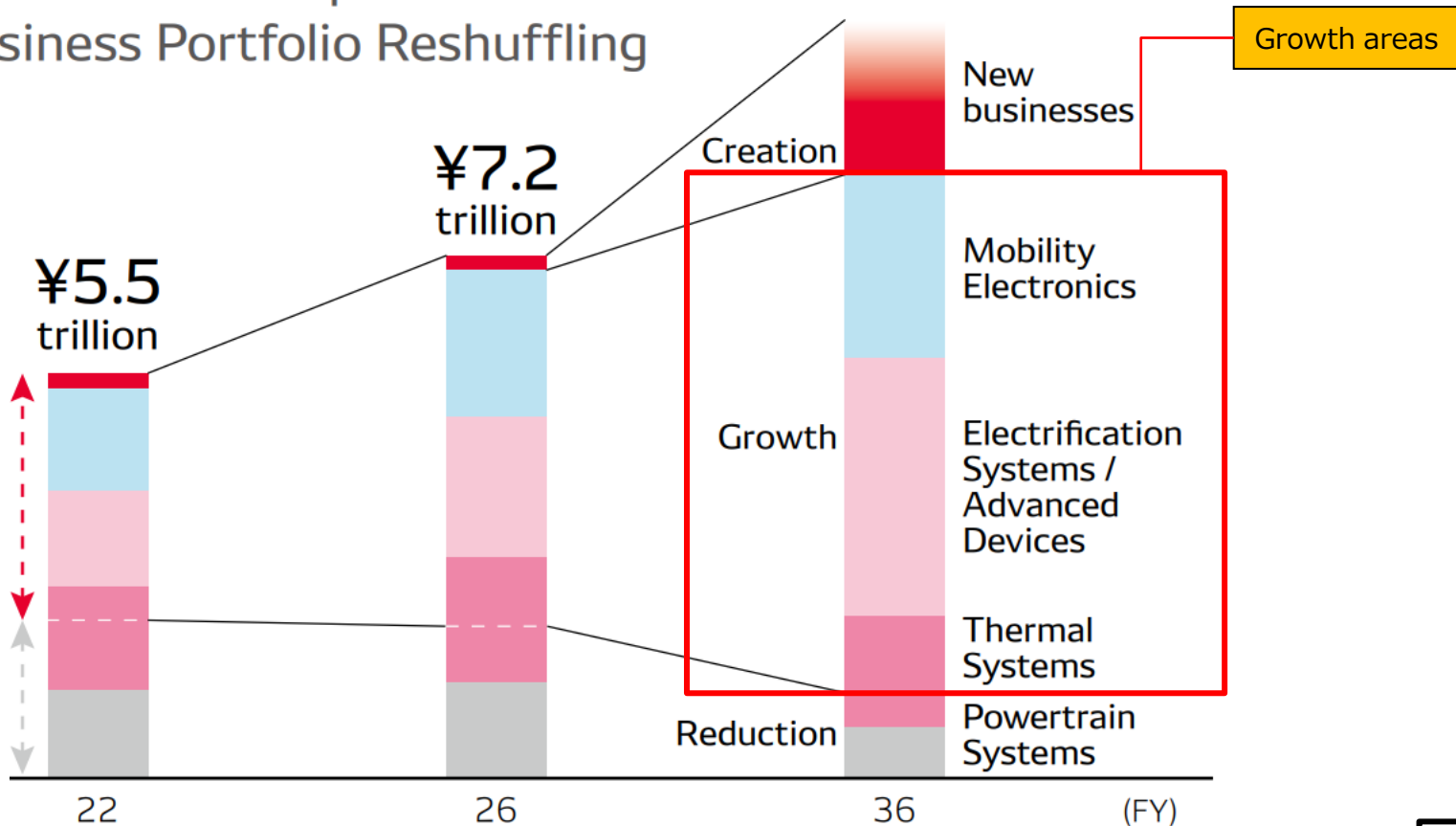
- To achieve the shift towards growth areas such as electrification, software, and semiconductors, DENSO discloses its target for 2030 as well as historical results for the human resources portfolio of development and design engineers. This disclosure enables readers to understand the progress of DENSO’s human resources portfolio transformation.

DENSO (2/4)

- With the “evolving mobility” as a growth driver, DENSO is advancing business portfolio transformation to shift towards new growth areas, including electrification, semiconductors, and software.

Business Strategy: Business portfolio transformation to shift towards growth areas

Changes in Revenue Composition through Business Portfolio Reshuffling

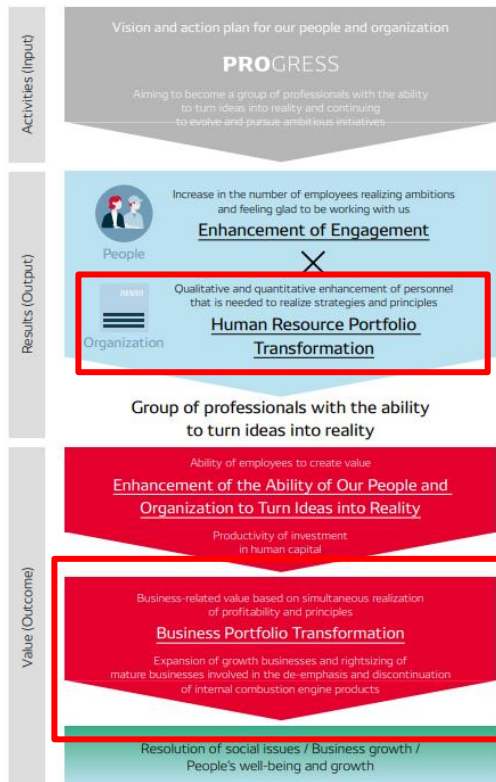


DENSO (3/4)

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Human Capital Management Strategy: Human resources portfolio transformation to realise business portfolio transformation

DENSO's Approach to Human Capital-focused Management (Value Creation Path)



Human Resource Portfolio Transformation

To transform our business portfolio, which underpins sustainable corporate growth, we must work toward the qualitative and quantitative enhancement of personnel needed to execute our business strategies. To that end, we are striving to transform our human resource portfolio through the strategic recruitment, development, and deployment of human resources.

Qualitative and Quantitative Enhancement of Personnel

At DENSO CORPORATION, we are focusing on the qualitative and quantitative enhancement of personnel primarily in fields such as electrification, software, and semiconductors.

In fiscal 2023, we identified 40 business fields necessary for our business strategies (e.g., software and semiconductors) and

appointed nearly 80 leaders responsible for cultivating talent in these domains. At the same time, we defined 535 categories of expertise needed for each identified domain. After doing so, roughly 15,000 administrative and technical employees commenced efforts to enhance their personal skills and design their careers based on these expertise categories. In fiscal 2024, we established committees centered on leaders appointed in each domain, under which we began collecting relevant expertise information. This information was then used to clarify qualitative and quantitative targets for the necessary personnel in each domain as well as to promote recruitment and cultivation initiatives by region to close the gaps between our targets and the current situation.

For example, in the software domain, around 220 engineers took on the challenge of transitioning from hardware to software roles between fiscal 2022 and fiscal 2025. Year by year, we are making progress with this kind of shift in our personnel. While realizing an optimized human resource portfolio in the fields of mechanics, electronics, and software with a view toward 2030, we will also take steps to develop system engineers who can design optimized functions across business domains from the perspectives of society and vehicles. These engineers will play a key role in the development of DENSO technologies.

Define expertise in business fields to clarify the quality and quantity of personnel required.

Disclosure of initiatives to support transitions into software engineer positions as a focus field

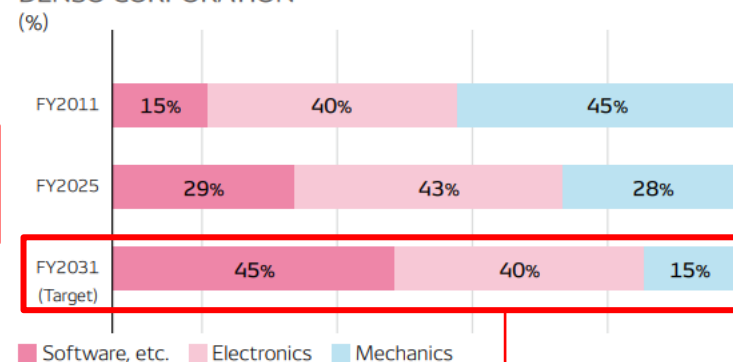
DENSO (4/4)

- To achieve the shift towards growth areas such as electrification, software, and semiconductors, DENSO discloses its targets for 2030 as well as historical results for the human resources portfolio of development and design engineers. This disclosure enables readers to understand the progress of DENSO's human resources portfolio transformation.

Metrics and Targets: Human resources portfolio of development and design engineers in 2030 (composition ratio)

Situational Definition of Output Sought	Item	Result	Target
Enhancement of Engagement Increase in the number of employees realizing ambitions and feeling glad to be working with us	Employee engagement indicator (percentage of affirmative responses) (non-consolidated)	FY2024: 75% FY2025: 76%	FY2026: 78%
Human Resource Portfolio Transformation Qualitative and quantitative enhancement of personnel that is needed to realize strategies and principles	Management Professionals Globally competent management leaders who are systematically developed and deployed	Number of management leader candidates FY2024: Approx. 400 employees FY2025: Approx. 400 employees	FY2026: 400 employees (improvement in talent diversity and likelihood of promotion)
	Ratio of non-Japanese employees promoted to leadership roles at overseas bases	FY2024: 31% FY2025: 32%	FY2031: 50%
	Realization of human resource portfolio requirements (non-consolidated)	Clarifying 40 domains and 535 areas of expertise needed for business portfolio transformation in order to visualize the expertise levels of each employee	Strengthening human resource portfolio in focus fields in FY2026
	Average level of expertise among all (out of 5 levels) (non-consolidated)	FY2024: 2.9 FY2025: 2.9	FY2026: 3.0
	Development of personnel with competence in digital transformation (ratio of personnel capable of advanced utilization of the latest digital tools) (non-consolidated)	FY2024: 35% FY2025: 41%	FY2026: 55%

Evolution of Development and Design Engineers' Portfolio at DENSO CORPORATION (%)



Disclosure of targets and historical results for the human resource portfolio transformation from both qualitative and quantitative perspectives

Fujitsu (1/4)

Company Overview

- Fujitsu provides digital services globally through solutions powered by cutting-edge technologies such as AI and next-generation computing.

Business Strategy Towards Medium- to Long-Term Corporate Growth and Value Creation

- Fujitsu aims to grow the Service Solutions segment by creating and providing highly valuable digital services, focusing on Uvance*, as a business model and portfolio strategy.

Human Capital Management Strategy for the Realisation of the Business Strategy

- To realise a human resources portfolio aligned with its business strategies, Fujitsu strengthens reskilling and upskilling initiatives. As part of the effort to expand Uvance, Fujitsu focuses on developing engineers with skills in SAP, ServiceNow, and Salesforce.

Metrics and Targets for Monitoring the Progress of the Human Capital Management Strategy

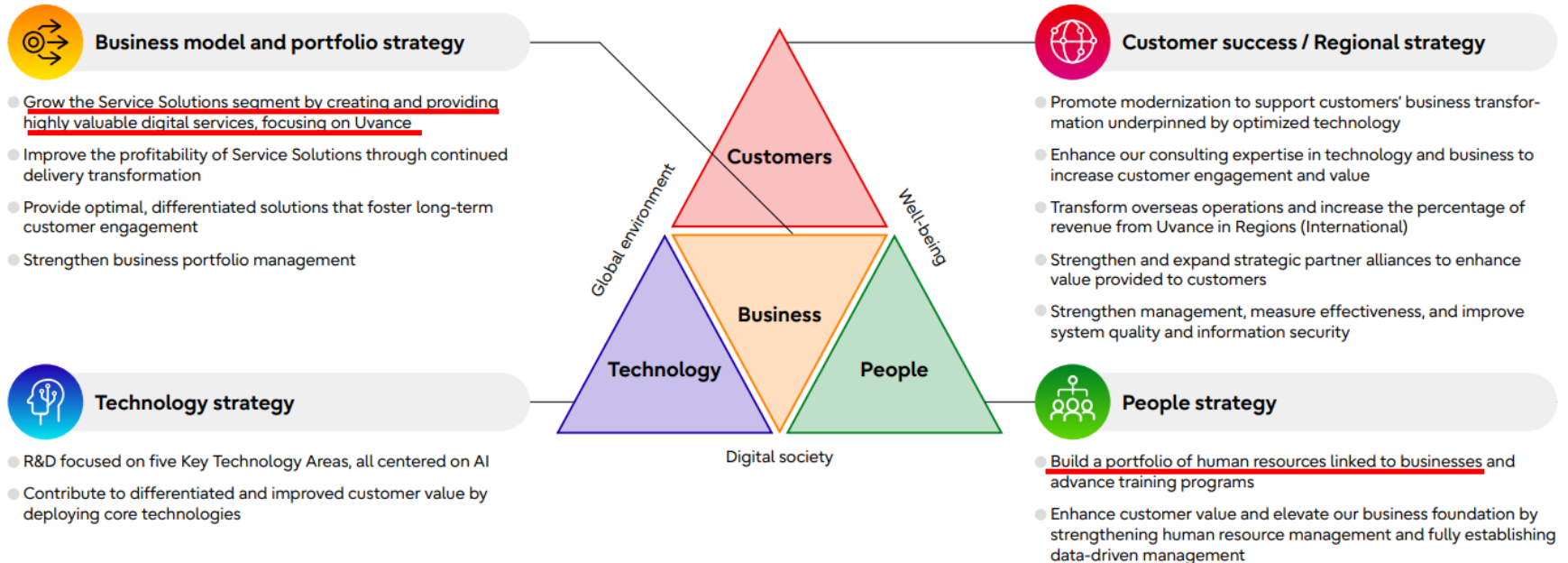
- To monitor progress towards building the people portfolio through reskilling and upskilling initiatives, Fujitsu uses metrics such as the number of employees certified as highly skilled personnel and the number of professional certifications obtained, including SAP, ServiceNow, and Salesforce.

*Uvance: Driving business transformation through advanced decision-making powered by data and AI, and cross-organisational value collaboration—accelerating both business growth and the resolution of social challenges.

Fujitsu (2/4)

- Fujitsu aims to grow the Service Solutions segment by creating and providing highly valuable digital services, focusing on Uvance*, as a business model and portfolio strategy.

Business Strategy: Driving the growth of the Service Solutions segment through the creation and delivery of digital services



*Uvance: Driving business transformation through advanced decision-making powered by data and AI, and cross-organisational value collaboration—accelerating both business growth and the resolution of social challenges.

Fujitsu (3/4)

- To realise a human resources portfolio aligned with its business strategies, Fujitsu strengthens reskilling and upskilling initiatives. As part of the effort to expand Uvance, Fujitsu focuses on developing engineers with skills in SAP, ServiceNow, and Salesforce.

Human Capital Management Strategy: Strengthening reskilling and upskilling

Policy We are working to expand growth opportunities for our employees, aiming to become a company that creates innovation in every corner of society by bringing together a diverse range of internal and external human resources with agility, in order to realize our company's purpose to make the world more sustainable by building trust in society through innovation. So that we can achieve a sustainable world, Fujitsu is focusing on creating an organization that brings together a diverse group of people with expertise and experience, leveraging the technology areas in which the company has always excelled. In addition, to support each employee's autonomous learning and growth rather than providing uniform training from the company, we offer a wide range of learning and career options based on common global policies. We support employees to become their desired selves by revising systems, promoting reskilling and upskilling in accordance with the transformation of our business portfolio, and provide an environment that enables each employee to act autonomously with a sense of fulfillment emphasizing improvements in employees' sense of job satisfaction and engagement.

Reskilling Fujitsu implements reskilling training for Business Application business expansion of Fujitsu Uvance's "core technology platforms that support cross-industry efforts." In the particularly high-demand 3S areas (SAP, ServiceNow, Salesforce), we have bolstered our domestic resources through classroom training, including 3S overviews and leadership programs, and approximately half a year of training with OJT. Up to this point, we have reskilled several hundred employees, contributing to rapid deployment in the workplace department. Additionally, in FY2024, several hundred people attended seminars on the basics of delivery and programs using Chat AI, as we aim for rapid deployment in our plan to undergird and strengthen our delivery resources in connection with our plan to shift roles from delivery to technology consulting.

Regarding the program's quantitative business impact,

3S reskilling program: rapid deployment in high-demand 3S (especially SAP) areas, several hundred people

Reskilling program for delivery roles: undergird and strengthen delivery resources in connection with our plan to shift roles from delivery to technology consulting, several hundred people

Fujitsu (4/4)

- To monitor progress towards building the people portfolio through reskilling and upskilling initiatives, Fujitsu uses metrics such as the number of employees certified as highly skilled personnel and the number of professional certifications obtained, including SAP, ServiceNow, and Salesforce.

Metrics and Targets: The number of employees certified as highly skilled personnel, the number of qualifications obtained

Key data related to building a business-aligned people portfolio

Employees with high levels of expertise in fields expected to make significant contributions to the business over the medium to long term

Composition
Capability

SAP, ServiceNow, and Salesforce

Indicators	Fiscal 2022 results	Fiscal 2023 results
New graduate hires	765	1,037
Mid-career hires	818	1,083
Number of people certified as highly skilled personnel	78	143
Number of people certified as highly skilled personnel (3S)	57	128
Number of SAP qualifications obtained	848	452
Number of ServiceNow qualifications obtained	217	430
Number of Salesforce qualifications obtained	589	950

- Notes:
- As of March 31 for each fiscal year
 - Fujitsu on a non-consolidated basis

Metrics related to reskilling and upskilling

Kyushu Financial Group (1/4)

Company Overview

- A comprehensive financial group that provides financial services centred on banking, primarily in the Kyushu region.

Business Strategy Towards Medium- to Long-Term Corporate Growth and Value Creation

- In its Medium-Term Management Plan, the Group presents a business strategy to expand its revenue base towards FY2030 by strengthening new business domains including consulting and IT/DX businesses, alongside its existing financial services business.

Human Capital Management Strategy for the Realisation of the Business Strategy

- To expand its revenue base by FY2030, the Group sets out the optimal human resources portfolio it aims to achieve by 2030 including consulting, IT, and DX professionals, and describes its human capital management strategy for recruiting, developing, and strategically deploying human capital to secure the specialised talent required.

Metrics and Targets for Monitoring the Progress of the Human Capital Management Strategy

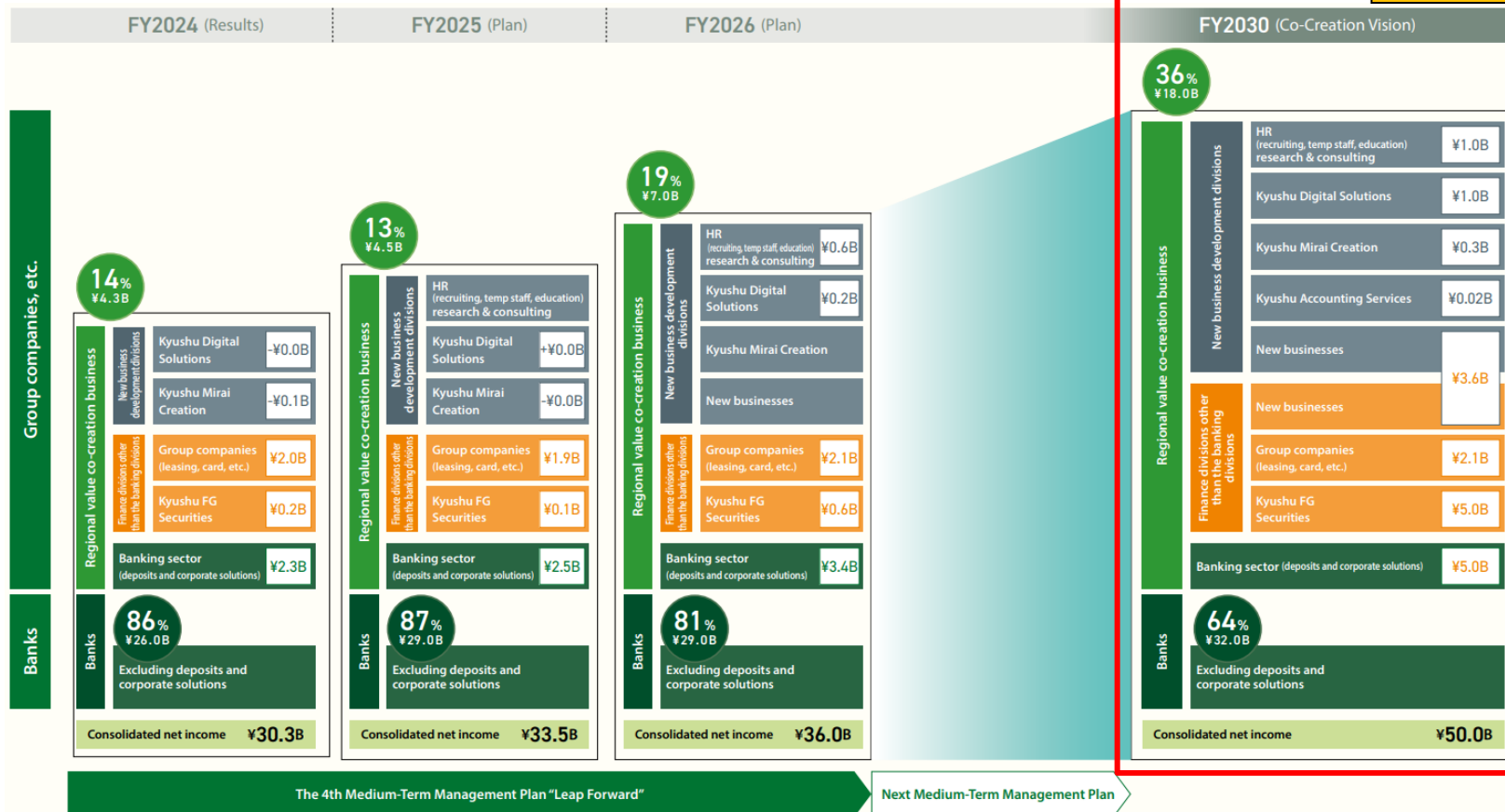
- To monitor the adequacy of the development and recruitment of expertise, the Group sets targets for FY2030 as well as interim targets for FY2026. The Group discloses its progress towards these targets by presenting time-series figures.
- As metrics for setting competitive compensation levels to secure human resources, the Group discloses quantitative information on pay increases and increases in starting salaries.

Kyushu Financial Group (2/4)

- In its Medium-Term Management Plan, the Group presents a business strategy to expand its revenue base towards FY2030 by strengthening new business domains including consulting and IT/DX businesses, alongside its existing financial services business.

Business Strategy: Expanding the revenue base of the "Regional Value Co-creation Business"

Expanding the revenue base towards FY2030



The 4th Medium-Term Management Plan "Leap Forward"

Next Medium-Term Management Plan

Kyushu Financial Group (3/4)

- To expand its revenue base by FY2030, the Group sets out the optimal human resources portfolio it aims to achieve by 2030 including consulting, IT, and DX professionals, and describes its human capital management strategy for recruiting, developing, and strategically deploying human capital to secure the specialised talent required.

Human Capital Management Strategy: Develop human resources capable of performing in a variety of fields

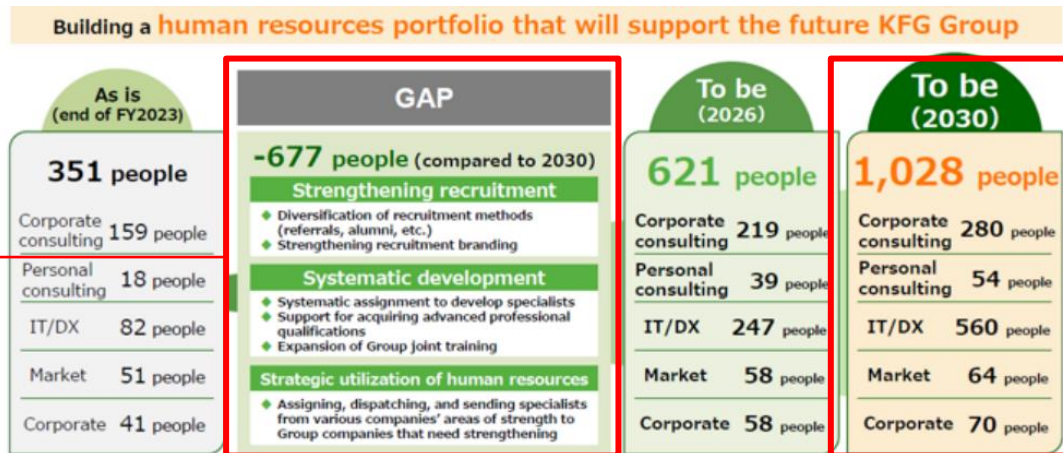
<Human Resources Development Policy>

Based on our Purpose, the Group will develop diverse human resources capable of contributing in a variety of fields beyond finance, in order to realize our Co-creation Vision.

Upon drafting the 4th Group Medium-Term Management Plan, the Group identified the human resources required for realizing what it aims to be (To be) and grasped the current status (As is) regarding a total of 16 fields—eight fields in corporate consulting (SDGs, medical and nursing care, agriculture, forestry, and fishery, international business support, etc.), two fields in individual consulting (promotion and management of trust service), four fields in corporate field (environment, facility management, etc.), IT field, and market field—for the realization of a Regional Value Co-creation Group in FY2030.

Under the aforementioned human resource development policy and the theme of “Building a human resources portfolio that will support the future KFG Group,” we are striving to nurture and secure human resources who have specialized knowledge, skills, experience, and track records for playing active roles in the respective specialized fields through strategic and optimum human resource distribution and by providing support for acquiring highly specialized public qualifications.

The gap between the current and target human resources portfolio, and planned initiatives to close this gap



The target human resources portfolio for 2030

Kyushu Financial Group (4/4)

- To monitor the adequacy of the development and recruitment of specialists, the Group sets targets for FY2030 as well as interim targets for FY2026. The Group discloses its progress towards these targets by presenting time-series figures.
- As metrics for setting competitive compensation levels to secure human resources, the Group discloses quantitative information on pay increases and increases in starting salaries.

Metrics and Targets: Fill rate of the pool of specialists, pay raise, raising starting salary

<Fill rate of the pool of specialists>

Composition

Capability

Upon drafting the 4th Group Medium-Term Management Plan, the Kyushu Financial Group back-casted its vision of realizing a regional value co-creation group by 2030 and formulated a specialist portfolio in 2026 (To be), which will accelerate initiatives to provide regional value that creates the future and strengthen core businesses for local economic growth. The Group will pursue human resource development and hiring activities to enhance the specialist pool for corporate consulting, individual consulting, IT/DX, market, and corporate fields.

Fiscal year	FY2023	FY2024	FY2025 (target)	FY2026 (target)	FY2030 (target)
Fill rate	34%	43%	54%	60%	100%

<Pay raise>

Conditions

The Group decided to raise wages by 5% or more (FY2025) to respond to the social situation, including price increases, improve employee engagement, and secure outstanding human resources, and requested the same to each company. The rate of pay increase at each company is as follows. *The rates include regular pay increase.

Rate of pay raise in FY2024	The Company	Higo Bank	Kagoshima Bank	Kyushu Digital Solutions
	Approx. 5.1%	Approx. 5.2%	Approx. 5.5%	Approx. 2.0%

<Raising starting salary>

Conditions

The Company, as well as Higo Bank and Kagoshima Bank, will raise the starting salary for four consecutive years to strengthen our ability to attract talent.

	April 2022	April 2023	April 2024	April 2025	April 2026
The Company	250,500 yen	270,000 yen	280,000 yen	300,000 yen	310,000 yen
Higo Bank, Kagoshima Bank	205,000 yen	220,000 yen	240,000 yen	260,000 yen	270,000 yen

* In the case of college graduates hired for career-track positions involving transfers requiring relocation

In addition to the final target for 2030, interim targets are disclosed to clarify the intermediate steps towards achieving the final target.

Setting competitive compensation levels to secure human resources

SCSK (1/4)

Company Overview

- SCSK provides IT services, including consulting and system development, to a wide range of industries.

Business Strategy Towards Medium- to Long-Term Corporate Growth and Value Creation

- In the Medium-Term Management Plan, SCSK sets forth three core business strategies: shifting its business portfolio towards areas with high sales growth rate, gross profit margin, and operating profit per employee; developing market-leading businesses in growth markets; and advancing next-generation digital businesses.

Human Capital Management Strategy for the Realisation of the Business Strategy

- SCSK positions the development of advanced digital talent to drive the realisation of its business strategies as a key initiative. Specifically, SCSK is strengthening the recruitment and development of “Cutting-edge digital engineers,” as well as “Talent for consulting and business design” who are responsible for enhancing consulting capabilities and driving business development, “Advanced project manager talent” who are capable of delivering high-quality projects, and “Talent with digital skills” aimed at improving digital capabilities across the entire workforce.

Metrics and Targets for Monitoring the Progress of the Human Capital Management Strategy

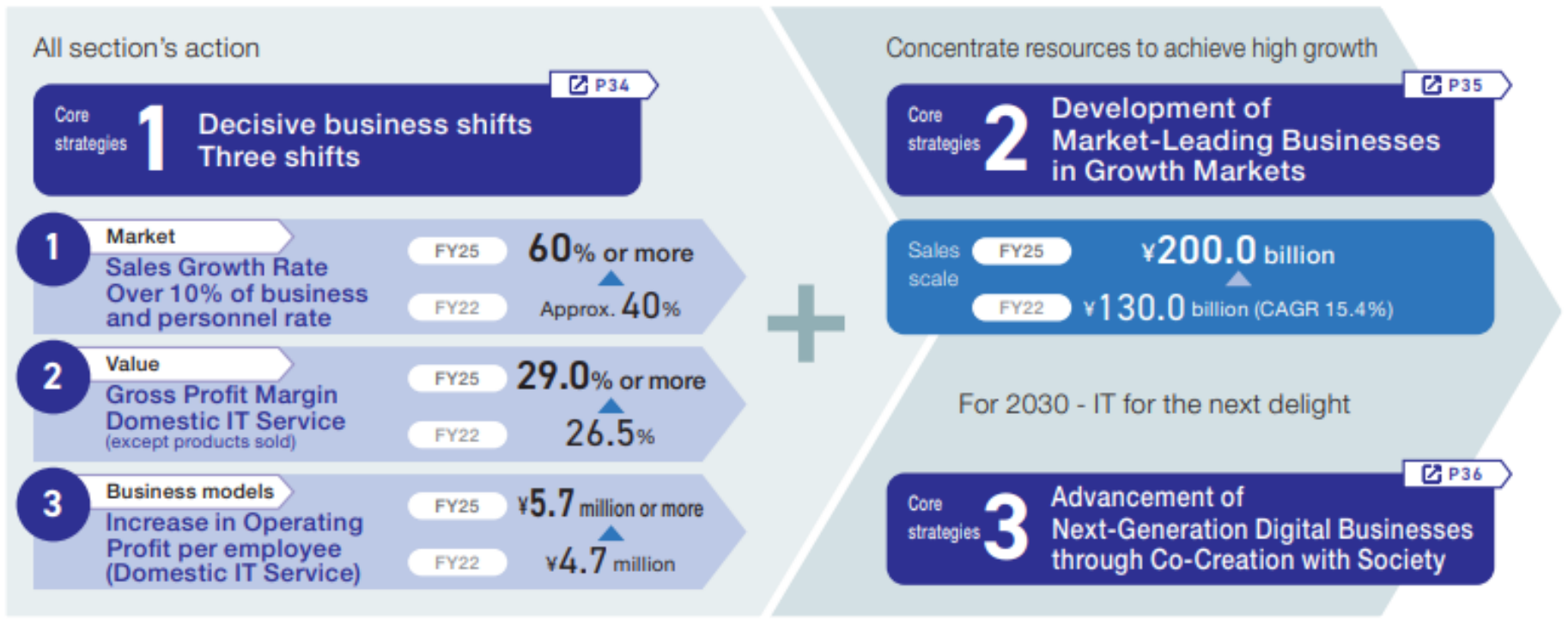
- As metrics for monitoring progress in the development of advanced digital talent, SCSK discloses specific targets set forth in its Medium-Term Management Plan, as well as actual results from previous years, for “Talent for consulting and business design,” “Persons who completed cutting-edge engineer development training,” “Advanced PM talent,” and “Persons who completed digital skill standard education.”

SCSK (2/4)

- In the Medium-Term Management Plan, SCSK sets forth three core business strategies: shifting its business portfolio towards areas with high sales growth rate, gross profit margin, and operating profit per employee; developing market-leading businesses in growth markets; and advancing next-generation digital businesses.

Business Strategy: Business shifts, businesses in growth markets, and next-generation digital businesses

SCSK Vision and Business Medium-Term Management Plan Group Core Strategies



SCSK (3/4)

- SCSK positions the development of advanced digital talent to drive the realisation of its business strategies as a key initiative. Specifically, SCSK is strengthening the recruitment and development of “Cutting-edge digital engineers,” as well as “Talent for consulting and business design” who are responsible for enhancing consulting capabilities and driving business development, “Advanced project manager talent” who are capable of delivering high-quality projects, and “Talent with digital skills” aimed at improving digital capabilities across the entire workforce.

Human Capital Management Strategy: Developing advanced digital talent for the realisation of business strategies

Development of advanced digital talent who lead business strategy

In its Medium-Term Management Plan, SCSK positions the development of advanced digital talent, who will drive the realization of business strategies, as a key initiative. In the Medium-Term Management Plan, in addition to developing cutting-edge engineers who leverage digital technologies, SCSK has set specific targets to strengthen the recruitment and development of consulting and business design talent who will be responsible for enhancing consulting functions and driving new business creation as well as advanced project managers capable of executing and managing high-quality projects. These efforts are part of a broader initiative to accelerate the development of advanced digital talent.

Talent for consulting and business design

Aiming to promote business that can lead the market and create next-generation digital business, we conduct practical workshop-style training programs. SCSK is expanding opportunities for employees to acquire the knowledge and skills necessary for new business development and creation. In growth areas such as SAP and mobility, we have defined unique profiles for upstream talent and are strategically strengthening their development.

Cutting-edge digital engineers

Amid the rapid evolution of digital technologies and growing demand for talent capable of supporting customers' digital transformation, SCSK places emphasis not only on technical skills but also on the ability to lead business transformation. Taking into account technology trends and field-level needs, SCSK is expanding training programs to enhance practical capabilities and execution skills, and thereby strengthening specialization in cloud and digital technologies and fostering strategic thinking.

Advanced project manager talent

In order to respond to the increasing scale and complexity of projects and ensure high-quality execution, SCSK conducts training programs that strengthen decision-making and action capabilities through case studies and the case method. In addition, through the community activities of the PM working group, SCSK promotes internal case sharing and network building, thereby enhancing project management capabilities across the organization.

Talent with digital skills

To promote the creation of new business models and services, we are implementing Digital Skill Standard Training for all employees, including those of Group companies. In addition to promoting the acquisition of DX concepts and related technologies, we are working to instill the significance and importance of learning about market trends, and are advancing the development of digital talent and the cultivation of a learning culture across the Group.

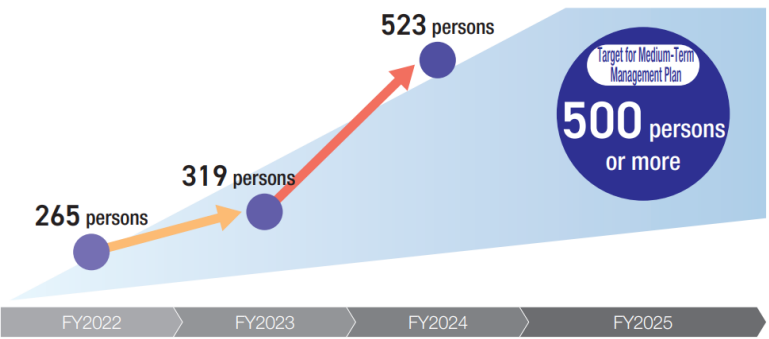
SCSK (4/4)

- As metrics for monitoring progress in the development of advanced digital talent, SCSK discloses specific targets set forth in its Medium-Term Management Plan, as well as actual results from previous years, for "Talent for consulting and business design," "Persons who completed cutting-edge engineer development training," "Advanced PM talent," and "Persons who completed digital skill standard education."

Metrics and Targets: The number of advanced digital talent

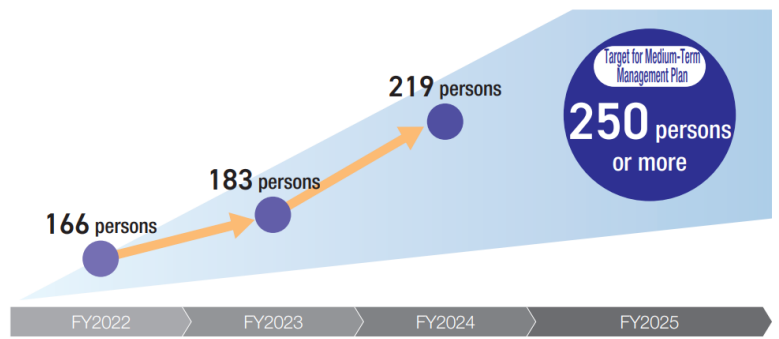
Composition	Capability
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Talent for consulting and business design



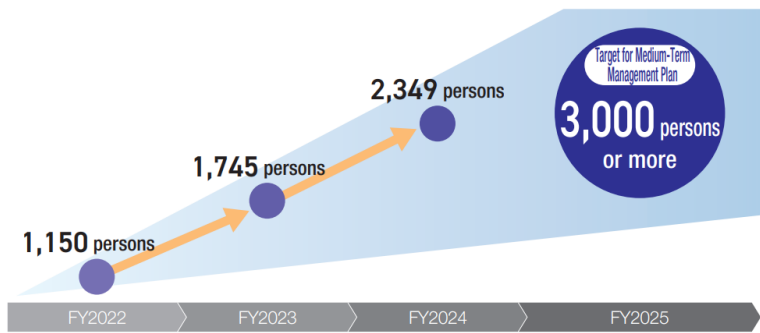
Composition	Capability
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Advanced PM talent



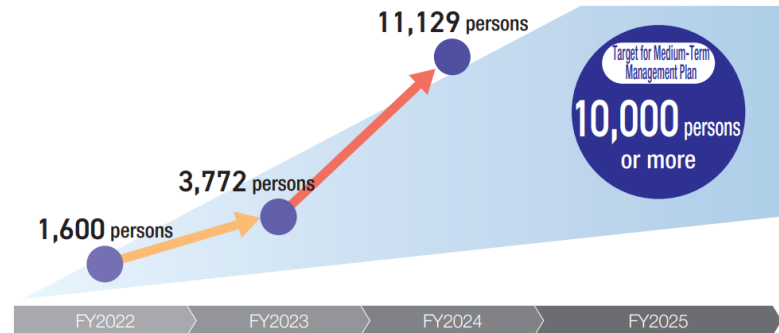
Composition	Capability
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Persons who completed cutting-edge engineer development training



Composition	Capability
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Persons who completed digital skill standard education



Source: Prepared based on SCSK Corporation, "SCSK Report 2025"

Sojitz Corporation (1/4)

Company Overview

- Sojitz Corporation is a general trading company that develops businesses across a wide range of sectors, including machinery, energy, chemicals, and consumer industries.

Business Strategy Towards Medium- to Long-Term Corporate Growth and Value Creation

- As its goal for 2030, Sojitz has set "Next Stage = doubling corporate value." To achieve the Next Stage, it continues to expand new investments globally.

Human Capital Management Strategy for the Realisation of the Business Strategy

- Sojitz focuses on leveraging local staff members who bring to the company firsthand knowledge of local business customs and are able to quickly form strong ties with local communities and business networks. These staff members are an indispensable element of the competitiveness of Sojitz's global business.

Metrics and Targets for Monitoring the Progress of the Human Capital Management Strategy

- Sojitz has defined the "Ratio of chief officer positions at overseas Group companies filled by locally hired employees" as one of its human capital-related metrics. This metric aims to have head office staff members team up with the local staff at overseas Group companies to enhance its ability to develop and manage businesses.

Sojitz Corporation (2/4)

- As its goal for 2030, Sojitz has set "Next Stage = doubling corporate value." To achieve the Next Stage, it continues to expand new investments globally.

Business Strategy: Continuing to expand new investments globally

Advance Toward the Next Stage

Continuing the strong growth seen under Medium-term Management Plan 2023, Sojitz succeeded in accomplishing its third consecutive year of profit for the year (attributable to owners of the Company) surpassing ¥100.0 billion in the year ended March 31, 2025. Having developed the foundations necessary for future growth, we are set to begin advancing toward our next stage, which is characterized by doubled corporate value.

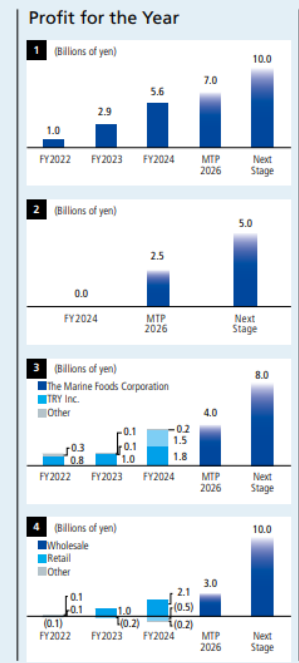


Continuous expansion of global new investments

Continuous New Investments

Sojitz has been continuously conducting new investments and has invested in multiple businesses in non-resource and other fields where the Company can leverage its competitive edge. By creating multiple uniquely Sojitz clusters of revenue-generating businesses (*Katamaris*), we will present successful examples of our growth on the path toward the target of doubled corporate value defined for Sojitz's Next Stage.

- Energy-Saving Service Businesses in the United States and Australia**
Expansion of energy solution businesses by leveraging electricity-related business insight to capture growing demand
- Infrastructure Development Businesses in Australia**
Acceleration of earnings growth and human capital cultivation based on experience in developing public-private partnership and sales power generation businesses in Australia
- Marine Product Businesses**
Reinforcement of domestic earnings foundations and acceleration of initiatives in growing overseas markets by leveraging strengths in procurement and sales
- Retail Businesses in Vietnam**
Development of retail value chains encompassing wholesale, retail, prepared foods, and warehouses in Vietnam, where Sojitz boasts years of business experience and multiple partners
- Beef Production and Sales Businesses in Vietnam**
Participation in business in growing Vietnamese meat market together with major Vietnamese dairy product manufacturing conglomerate Vinamilk Group



Source: Prepared based on Sojitz Corporation, "Integrated Report 2025"

Sojitz Corporation (3/4)

- Sojitz focuses on leveraging local staff members who bring to the company firsthand knowledge of local business customs and are able to quickly form strong ties with local communities and business networks. These staff members are an indispensable element of the competitiveness of Sojitz's global business.

Human Capital Management Strategy: Global business development leveraging people's strength

Global Business Development Utilizing the Strength of People and Organizations

In the Americas, we can find prime examples of how the Sojitz Group is developing its global business by utilizing the strength of its people and organizations. Here, Sojitz is growing its operations and creating new value through its energy-saving service businesses. On this page, we will introduce the efforts of teams of diverse individuals assembled within this region to develop these businesses and to maximize the execution capabilities of their organizations while crafting a story of new business creation through a proactive approach that is distinctly Sojitz.

Global-Local Synergies: Business Development and Growth Through Co-Creation with Local Partners

The Sojitz Group's success in creating value in regions across the world is thanks to the diligent efforts of locally hired staff members contributing in their respective countries. Local staff members bring with them firsthand knowledge of local business customs and are able to quickly form strong ties with local communities and business networks. These strengths are an indispensable element of the competitiveness of Sojitz's global business. Moreover, head office staff members team up with the local staff at overseas operating companies and bases to heighten our ability to create and improve value. This coordination is one of the reasons why we have defined the ratio of chief officer positions at overseas Group companies filled by locally hired employees as one of our human capital key performance indicators. As part of our efforts to

improve this indicator, we share information on the Group's business and other strategies and facilitate coordination among Group companies from various industries through an advisory board membered by managers from a regional management company working on behalf of Sojitz Corporation of America (SCA) and operating companies in this region. To enhance our effectiveness in this regard, we are developing frameworks within SCA for promoting local staff to senior management positions, fostering human capital and encouraging exchanges through dispatches of employees to the boards of directors of operating companies, and deploying our accumulated post-merger integration and business management expertise to a wide range of organizations. By utilizing such insight and networks, we aim to improve the value of businesses where we boast strengths while growing our business scope. The Sojitz Group's efforts focused on people and organizations have already begun producing results. Going forward, we will continue to accelerate our concerted, Groupwide efforts to achieve ongoing growth and improvements in corporate value and to propel Sojitz toward its next stage.

Sojitz Corporation (4/4)

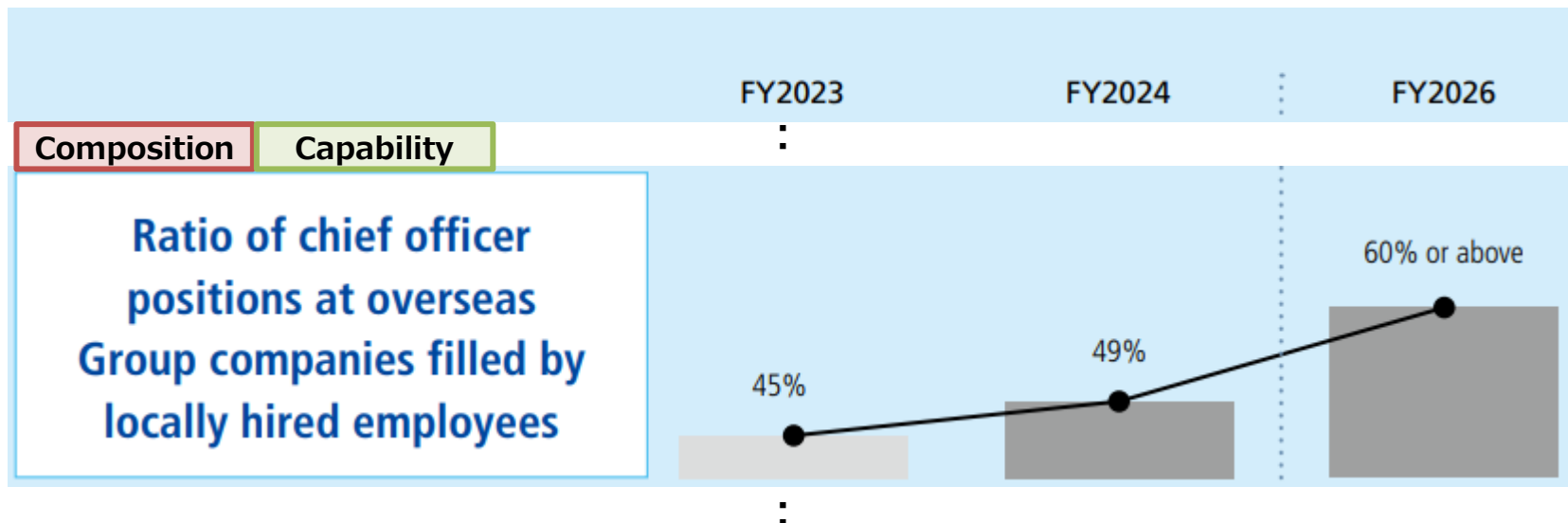
Composition

Capability

Conditions

- Sojitz has defined the “Ratio of chief officer positions at overseas Group companies filled by locally hired employees” as one of its human capital-related metrics. This metric aims to have head office staff members team up with the local staff at overseas Group companies to enhance its ability to develop and manage businesses.

Metrics and Targets: Ratio of chief officer positions at overseas Group companies filled by locally hired employees



Tokio Marine Holdings (1/5)

Company Overview

- Tokio Marine Holdings aims to be a global insurance group that delivers sustainable growth by providing safety and security to customers around the world.

Business Strategy Towards Medium- to Long-Term Corporate Growth and Value Creation

- In addition to its core insurance business, Tokio Marine Holdings aims to achieve growth through the solutions business, including construction consulting related to disaster prevention and mitigation.
- By expanding its solutions business, Tokio Marine Holdings is expected to reduce accidents and damages for customers, leading to lower insurance payouts and improved profitability in the insurance business. Tokio Marine Holdings is securing talent with the advanced expertise and technical capabilities indispensable to the solutions business through acquisitions.

Human Capital Management Strategy for the Realisation of the Business Strategy

- To expand the solutions business as a growth area, the Company is strategically allocating talent to key growth areas.
- In addition, to secure the capabilities required for the solutions business, the Company is proactively increasing mid-career hires with expertise in each field.

Metrics and Targets for Monitoring the Progress of the Human Capital Management Strategy

- As a metric to demonstrate progress in expanding the Solutions Business Divisions, a key growth area, the “Number of employees in the Solutions Business Division” has been established.
- As a metric to demonstrate progress in mid-career recruitment of talent with specialised expertise required to secure the business capabilities, the “Number of mid-career hires retained” has been established.

Tokio Marine Holdings (2/5)

- In addition to its core insurance business, Tokio Marine Holdings aims to achieve growth through the solutions business, including construction consulting related to disaster prevention and mitigation.
- By expanding its solutions business, Tokio Marine Holdings is expected to reduce accidents and damages for customers, leading to lower insurance payouts and improved profitability in the insurance business. Tokio Marine Holdings is securing talent with the advanced expertise and technical capabilities indispensable to the solutions business through acquisitions.

Business Strategy: Expanding the solutions business as a new source of revenue beyond the insurance business, while also contributing to improved profitability of the insurance business

Achieving “Build Back Better” through insurance payouts

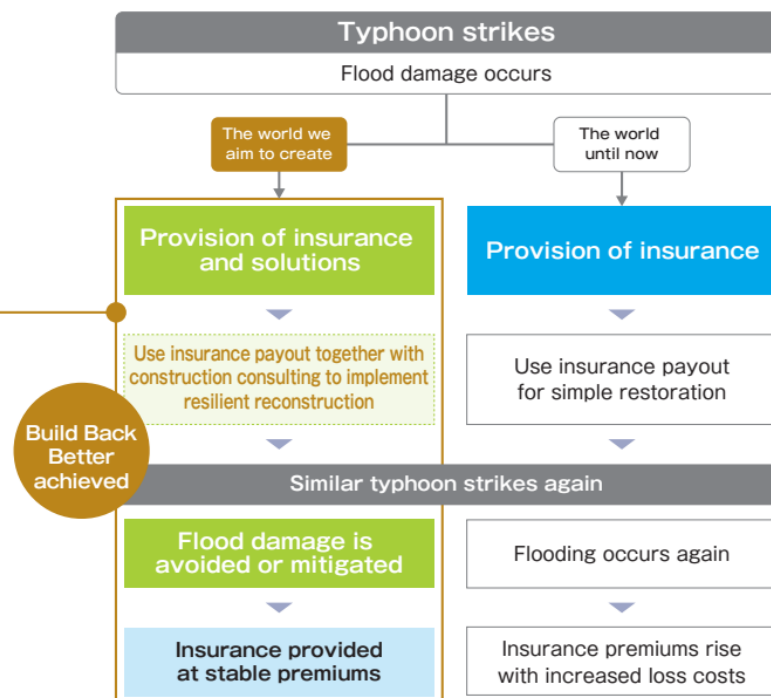
By leveraging insurance as our core business while developing the solutions business, we aim to grow through the dual engines of insurance and solutions. The significance of this approach lies in enhancing the resilience of society as a whole.

For example, if a factory is flooded by a typhoon, insurance can provide economic compensation, but simple restoration to the previous state means that similar damage would occur if another typhoon struck again. Higher insurance payouts also lead to increased premiums in subsequent years. Until now, this cycle has repeated, creating a “negative cycle” of disaster and insurance payouts for both customers and Tokio Marine. To break this cycle, we provide consulting alongside insurance payments, including recovery planning and proposals for measures to prevent recurrence. This approach enables reconstruction that is not just a restoration to the previous state but stronger than before the disaster, ensuring that similar typhoons do not cause the same damage—realizing “Build Back Better.”

To avoid or reduce damages from accidents and disasters, high expertise and advanced technologies are required to accurately assess risks and propose and implement concrete measures to control them. Tokio Marine has acquired and expanded this know-how through the acquisition of ID&E, Japan’s No. 1 construction consulting firm.

ID&E has approximately 1,800 highly skilled engineers and leverages engineering expertise and data analysis capabilities cultivated through domestic and international public works to provide precise and accurate disaster prevention and mitigation proposals. For example, for flood risks introduced on the previous page, it offers measures tailored to the level of risk—such as waterproof walls and floodgates—based on highly detailed simulations of flood depth down to the centimeter. For earthquake risks, it provides technical consulting on ground reinforcement, improvement, and steel-pile construction to help avoid or reduce damages.

► Benefits of “insurance and solutions” (example: measures against flood risk)



In addition to its insurance business, Tokio Marine Holdings is expanding its solutions business, including construction consulting.

Tokio Marine Holdings (3/5)

Business Strategy: Expanding the solutions business as a new source of revenue beyond the insurance business, while also contributing to improved profitability of the insurance business

Aiming to capture the expanding private-sector disaster prevention market

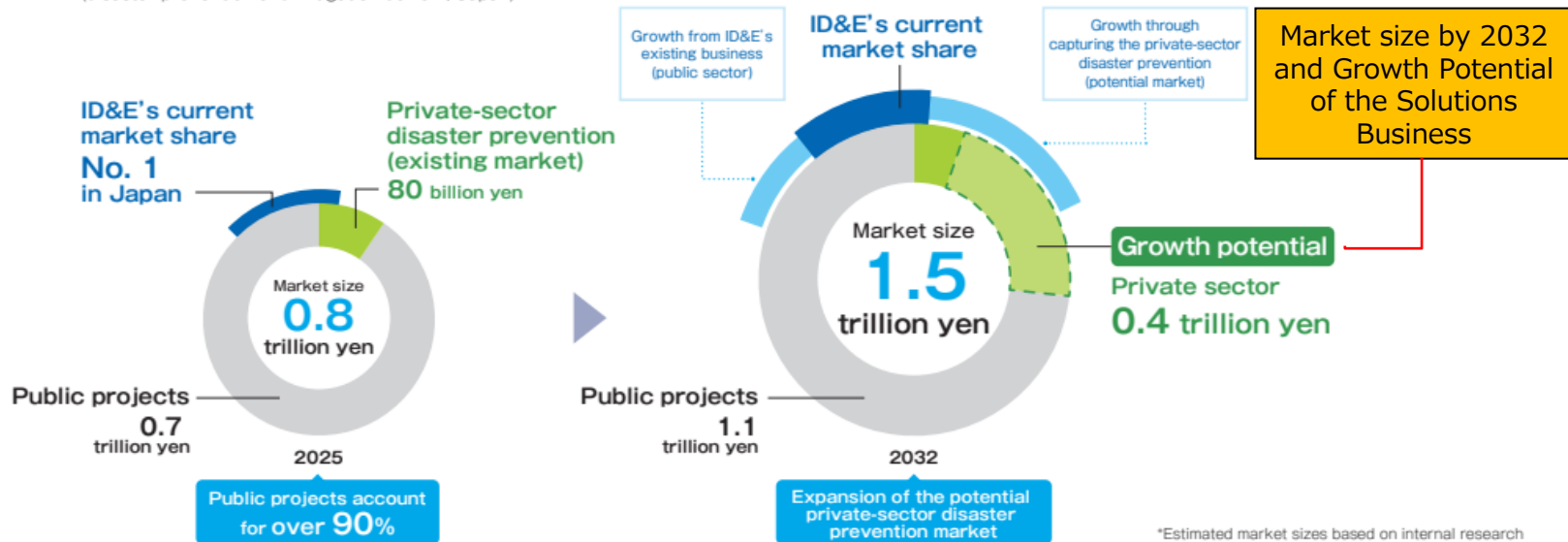
The market size and growth potential for our solutions business in the disaster prevention and mitigation domain are significant. Currently, the construction consulting market, which is ID&E's main field, is centered on public works, where ID&E holds a leading market share of approximately 10%. Driven by rising disaster prevention needs across society, the private-sector disaster prevention market is expected to grow substantially, reaching roughly 1.5 trillion yen—about double its current size—by 2032.

Within this expanding market, ID&E will fully enter the private-sector disaster prevention field, leveraging the Tokio Marine Group's strong customer base. In particular, during times of

disaster—when customer engagement peaks through insurance payouts—ID&E will capture recovery demand by proposing resilient reconstruction plans and recurrence-prevention measures to client companies.

As the Tokio Marine Group possesses both the know-how to develop and provide solutions and the ability to deliver them at the optimal timing, we are well-positioned to capture the growing private-sector disaster prevention market. At the same time, by building on ID&E's existing public-sector disaster prevention business, we aim to establish this as a new revenue pillar distinct from the insurance business and grow it significantly.

► **Growth potential of the solutions business***
(disaster prevention and mitigation domain, Japan)



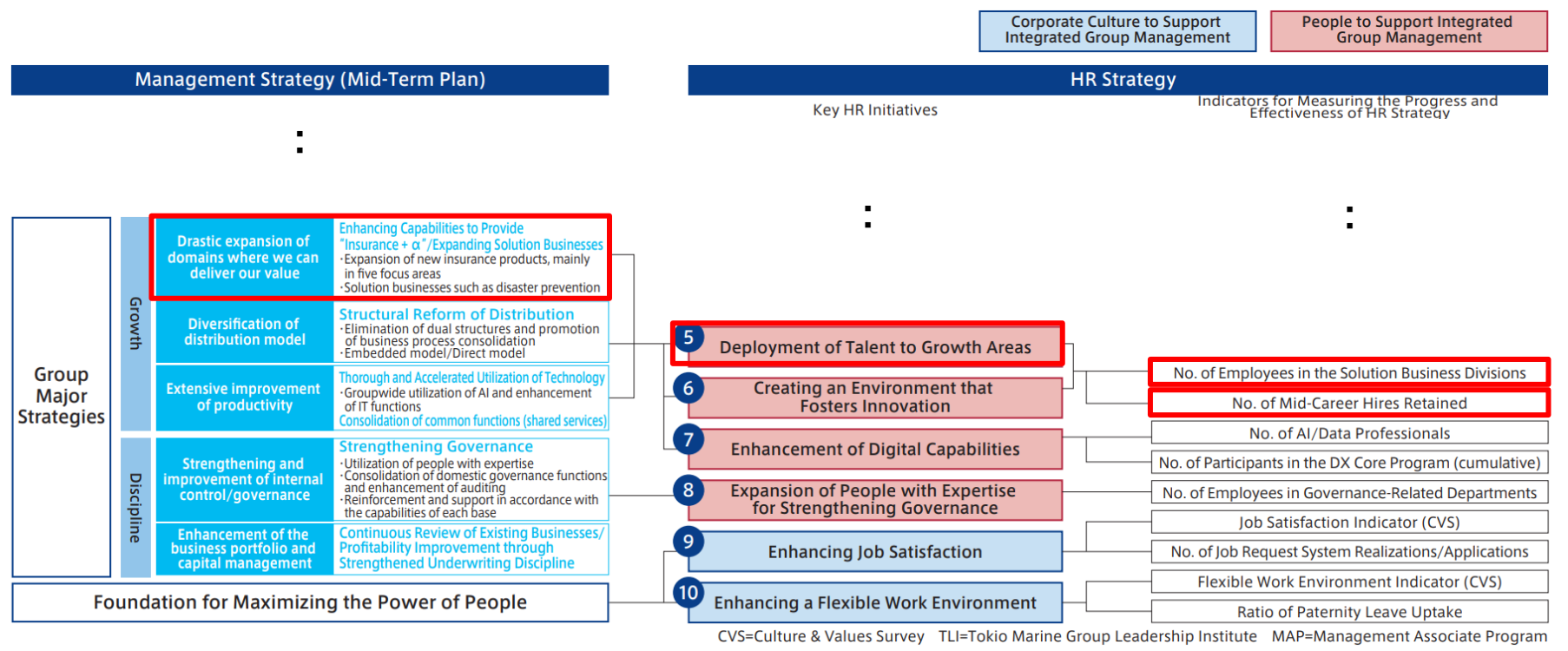
Tokio Marine Holdings (4/5)

- To expand the solutions business as a growth area, the Company is strategically allocating talent to key growth areas.
- In addition, to secure the capabilities required for the solutions business, the Company is proactively increasing mid-career hires with expertise in each field.

Human Capital Management Strategy: Strengthening the talent platform to support integrated group management and a strategic talent portfolio

⑤ Deployment of Talent to Growth Areas

Tokio Marine Group is committed to creating new value that goes beyond the traditional boundaries of insurance, in response to the growing diversity and complexity of societal and customer needs. To realize this, we are strategically allocating talent to key growth areas and proactively increase mid-career hires with expertise, ensuring we have the capabilities needed to drive our business forward.



Tokio Marine Holdings (5/5)

Composition
Capability
Conditions

- As a metric to demonstrate progress in expanding the Solutions Business Divisions, a key growth area, the “Number of employees in the Solutions Business Division” has been established.
- As a metric to demonstrate progress in mid-career recruitment of talent with specialised expertise required to secure the business capabilities, the “Number of mid-career hires retained” has been established.

Metrics and Targets: Number of employees in the solutions business divisions and number of mid-career hires

Key HR Initiatives	Indicators for Measuring the Progress and Effectiveness of HR Strategy	Scope	FY2022	FY2023	FY2024
	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid red; padding: 2px;">Composition</div> <div style="border: 1px solid green; padding: 2px;">Capability</div> </div>	:			
5 Deployment of Talent to Growth Areas	No. of Employees in the Solution Business Divisions	Tokio Marine Holdings	37	51	➡ 139
6 Creating an Environment that Fosters Innovation	No. of Mid-Career Hires Retained*4	Tokio Marine Holdings	87	116	➡ 157

*4 Includes employees hired by Tokio Marine & Nichido who are seconded to Tokio Marine Holdings.

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